

## **Attachments**

- 1. Interview Guide***
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## 1. Interview Guide

## **Interview Guide**

### **Interviewer:**

Name:

Organization/Community:

Phone number:

Email:

### **Interviewee:**

Name:

Organization/Community:

Phone number:

Email:

*Note to Interviewer: Space is provided for you to take notes on the interview. Please note ideas, thoughts, words and phrases that are memorable, inspiring, creative and help us focus on the future of a balanced Longmont.*

### **Opening**

1. First, tell me about yourself. Where do you live? How long have you lived, worked or been involved in Longmont? What are you most passionate about, in your work or your life?

### Topic A: One Giant Front Porch

Imagine that all of us here in Longmont are sitting together on one giant front porch. It's comfortable, inviting and welcoming with room for all. It's a place to visit, and to make new friends. We can share ideas here, chew on our challenges, celebrate community accomplishments, and plan new activities to make Longmont even better. We can consider our City services, and how they nurture the community and lifestyle that we value.

2. Think of a time when you participated in an inviting community project or activity here in Longmont. Consider the following:
  - What was the activity?
  - What was it about the activity that made you and others feel welcomed and valued? Be specific.
  - Which city services helped make those experiences possible (i.e., parks and recreation, police, traffic control, community services, etc.)?
  
3. Suppose there was a single, brand new activity or project that would make our "front porch" even cozier and more enriching. The activity would attract and draw together people who don't normally connect with one another.
  - What would the activity be?
  - What city services are needed to make it possible?

### Topic B: Enhancing our Environmental Legacy

For decades in Longmont, we have recognized the importance of environmental quality to the health and welfare of our community. We have City power, water and waste management departments that help promote conservation and recycling. We appreciate how clean air and water and beautiful natural places are essential to our wellbeing. When Longmont is at its best, we work to balance what we need today with what's necessary to ensure a bright future for future generations.

4. Tell me about a time when you noticed and appreciated a community's commitment to a quality natural environment. The community may have been Longmont – or it may have been another city that does an even *better* job than we do here. Consider the following:
  - What was the situation?
  - What were the issues and results?
  - What role did government play (City or other)?
  - If the city partnered with outside providers, who were they?

### Topic C: Exciting Living and Business Personality

When a community has an exciting personality, it has a unique and distinct character. People want to live and visit there. Businesses want to locate there. It has an inviting downtown. There are good jobs to match the workforce. People live and work right in the community. Housing is affordable and there are options to driving one's car. In short, the community's living and business personality is magnetic: it draws people in and makes them want to be a part of it.

5. Tell me about the most exciting community that you know: either Longmont, or elsewhere.
  - What makes it special? Why?
  - If this is a community other than Longmont, how is *our* community similar to the one you've just described?
  
6. Think about Longmont today and the places where you "hang out." Perhaps there is a particular *place with personality* that you find comforting, interesting, or enriching. It may be a business, a public gathering place, a natural area, or a small space in a large facility.
  - What is the place?
  - Why do you love it?
  - What role do you imagine the City has played in creating or maintaining these special places or facilities?

### Topic D: Prospering Together in Longmont

When Longmont is at its best, it is a community that supports its people in reaching their full potential. Young children have a healthy start; and when they enter school they are ready to learn and ready for life. The community champions lifelong learning. People are supported by strong family and community connections. Our economy flourishes. With our basic needs met and access to opportunities, all of us are capable of making our unique contributions. When we prosper together in Longmont, everyone benefits.

7. Think of a time since you've lived in Longmont when you had what you needed to thrive as a person – and as a result, you were able to give to those around you. Describe this experience.
  - What did various people and organizations do to enhance your wellbeing or prosperity? For example, what educational, financial or social support have you received? What specific role did City services play?
  - How did the larger community of Longmont benefit from your wellbeing – your good feelings, faith, financial stability or knowledge?
  
8. If you could have any three wishes granted to help the people in the entire *greater Longmont community* reach their full potential, what would they be? Consider changes that would help all of us to prosper even more than we do today.
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### Closing

9. Reflecting on all that we've just discussed, what do you most appreciate about the community of Longmont?
- In what ways do City government and services foster those qualities that you most appreciate?
  - How can Longmont create *more* of what you most appreciate?

10. It's ten years from now. Longmont is everything you ever wanted it to be, and more.
- What kinds of businesses call Longmont home?
  - What kinds of jobs are now available? For whom (i.e., "locals," or "out-of-towners," skills, education, etc.)?
  - What shopping, entertainment and cultural opportunities are available in the city – and how are they different from those available in other Front Range communities? In other words, what is Longmont's special *niche*?
  - What services does the City provide? How are they paid for?
  - How does the City partner with local, regional or national organizations supporting the community? How does it partner with businesses? What services do citizen volunteers provide in the community?
  - How is life in Longmont better than it was ten years ago, in 2005?



11. It's been said that most great things begin with but a single step.

- What one small step might *you take* to help create the community of Longmont in the image of your dreams?
- In that same light, what one small step might the *city government* take? What small shift in or addition to services might Longmont's city government implement to *radically enhance* the quality of life of the Longmont community?



## 2. Stories

## Highlighted Stories from Interviews and Community Conversations

### **Interview Data**

*The following stories were drawn from the many stories shared during the first and second wave of interviews. They highlight the four topics for the interview process: giant front porch, exciting business and living personality, enhancing our environmental legacy and prosperity for all. Many of these stories were shared during the community summit in the slide show presenting Longmont's positive core.*

### **Youth at Art Auction**

In the fall of 2004, Old Firehouse Art Center was host to a joint fund-raising art auction for the Friends of the Longmont Youth Center's Assets for Youth program and the St. Vrain Valley Parenting Center. As the Director of the Old Firehouse, I served on the planning committee in order to offer my experience in art auctions. Working in collaboration with these two organizations was an extremely rewarding experience. Not only did I become familiar with each organization's mission and programs, I also met many new people in the Longmont non-profit community.

The event was called the **Young at Art Auction**. Children and youth were invited to submit artwork for the auction. Art Warehouse and The Great Frame Up graciously donated high quality framing for each piece. There was a **Meet the Artist Night** during which each child's contribution was recognized by a Certificate of Participation and awarded a prize. Milk and cookies were served. The children were very proud of their contributions to the fund-raiser. They also enjoyed the recognition they received for their contributions. The following night the live auction took place with great success. All of the art was sold at an average price of approximately \$110. The two organizations raised about \$5000.

I was very honored, on behalf of the Old Firehouse Art Center, to be a part of this community effort. Our facility was donated for the event in order to keep production costs at a minimum and as a way to contribute in-kind to these organizations. Collaborations are an excellent and cost-effective way to accomplish large goals and give back to the community.

### **Longmont Children's Council**

Each year as our 3 year old children first walk through the doors at the Longmont Children's Council many times we know that this may be the first time they have ever been in a group or social setting. One of the worst aspects of poverty is the isolation that comes with it – even with the children. Many of our kids speak different languages and so they have very little interaction with each other. However, in as little as a few days it is amazing to see how they begin to flourish – to interact with each using parts of each others language. They break down the barriers quickly and totally and are able to fully and openly share with each other. The power of the human spirit to want to interact and connect with other humans is huge!

### **Casa de la Esperanza**

The development of Casa de la Esperanza – 32 unit farm-worker housing project was a cooperative effort of City Council, Longmont Planning Commission, State and Federal governments, as well as civic organizations. Originally to provide short-term housing for seasonal farm workers but many have gone from that facility to buying their own homes here. Still an affordable and available housing project.

### **The Geese Project and Utility Pole**

People from all across the community worked together to make the Geese Galore! Project happen. The project was designed to build awareness and support of art and culture in Longmont through community collaboration. It was “an exhilarating thing to be a part of” and a perfect example of a top rate “front porch community event.” The City worked hand in hand with the community to make the Goose Galore! Project happen. “A City employee took the time to go out with us to every single proposed site for a goose, and helped them make decisions on placement.”

An individual from the Longmont Theater told me about a city employee’s commitment to personal service. When the Longmont Power Company needed to move a utility pole in the alley behind the theater, an employee of LPC came in person to notify her of the planned outage. They had originally planned to start their work around 10am on a Sunday morning, figuring that this day and time would impact the fewest number of customers. When the Longmont Theater explained that they were having a matinee performance at the theater that day at noon, the City employee changed the start time for the project and promised them that the power would be back on well before noon. Seeing the concern and worry on their face, the City employee gave her his cell phone number and explained to her that he would be out in the alley on Sunday working himself and that she could call him anytime she wished. Talking to someone who would actually be there on Sunday doing the work, almost instantly eased all of her worries. The individual from the Longmont Theater told me that it was these types of experiences, and ones like the very interview we were in the middle of; that set Longmont apart from the many other places that she has lived and worked in.

For me, as a city employee, it was inspiring to hear how those seemingly little Customer Service things make a difference in the day to day life of our citizens that they remember for years.

### **Baseballs across Borders**

A few years ago, a Longmont student participated in the Sister Cities Program and traveled to Ciudad Guzman Mexico (Longmont’s Sister City in Mexico) along with other students. During their visit, the Longmont students were invited to join in a baseball game with students from Ciudad Guzman. The kids in Guzman had little to no baseball equipment – bats, balls, and gloves, hardly anything. So upon their return to Longmont, the student decided to take the initiative to go out into the Longmont community and request baseball supplies. She worked with the local grocery stores, set out donation boxes at the stores along with posters requesting folks to donate their used baseball equipment. She collected a huge amount of bats, balls and gloves, cleaned the equipment, oiled the gloves and really got them back into good shape. She also knew there could be problems in shipping the equipment to Ciudad Guzman, so she coordinated with the President of Longmont’s Sister Cities Association, to have the next contingent of exchange students deliver the baseball equipment. So the kids carried many large bags full of baseball equipment onto their flight. Upon arrival in Ciudad

Guzman they were able to present their gifts to the Mayor who was very thankful. The student has since graduated from Skyline High School and is attending college in the Puget Sound area. She has returned to be a chaperone for a recent trip to Ciudad Guzman and is planning to spend a year studying in Oaxaca, Mexico in order to improve her fluency in Spanish. This student is an example of an individual seeing a need and taking the initiative to make a difference!

### **The Tower of Compassion**

Jim Kanemoto grew up in Longmont and was here during World War II, when the United States was at war with Japan. Even though there was international strife, he said that the people of Longmont were good to the Kanemotos and that as a Japanese-American, he was amazed at the kindness and friendship he found in Longmont.

In 1969, the Kanemotos took an anniversary trip to Japan. They were fascinated by the architecture of the pagodas. After returning to Longmont, Jim decided to build a pagoda in the park he had donated to the community. The 60-foot, 5 story pagoda was named the Tower of Compassion to honor the compassion the Kanemotos experienced in Longmont. Jim's dream is that Longmont become the City of Compassion.

### **Farmer's Market Downtown**

Edwina spoke of a time when she ran into 10 or so folks that she knows during a visit to the Farmer's Market downtown. The market draws a great diversity of people together along with providing a wonderful variety of produce that is locally grown. She remembers seeing the children with their wagons and skate boards playing with each other while their parents mingled and shopped or simply took time to sit and rest. People are able to come to the market without driving because it is held downtown – creating a meeting place that brings together community members from “east” and “west” Longmont.

### **Front Range Community College**

Bringing the Front Range Community College (FRCC) Campus to Longmont. It involved a spirit that I had never experienced before. A group of Longmont community leaders approached us about establishing a campus in Longmont. They asked, “How much space do you need?” “How much money do you need to renovate?” When we answered these questions, they said, “Okay, we'll have it pulled together by the end of the week.” And they did! We even had the Mayor of Longmont hanging pictures in the lobby! The community truly wanted and embraced FRCC. Everywhere I went in the community, Longmont residents introduced themselves when they found out who I was and they proceeded to tell me the kind of educational programs they thought would be important to offer at our new Longmont campus. Longmont consumes education in a whole different way than other communities I've experienced. The community appreciates the value of education; they remember a time when education impacted their lives. The guidance and support that FRCC received from the Longmont community was evolutionary experience.

I was also inspired by the incredible turn-out at the community open house, when the FRCC campus opened in Longmont. There were people from all walks of life...so many families and so many seniors who mirror our community values of lifelong learning. An example is the creation of the Senior Net program—a collaboration among the City of Longmont, FRCC and IBM—as a very exciting “front porch” activity. Senior Net is a computer lab/training program for older adults—FRCC houses the computer lab and maintains the computers; retired IBM staff provides the training; and the Longmont Senior Center handles the class registration. She sees the Senior Net participants everywhere in the community. They are so involved and active.

### **Economic Development Association Formation**

The formation of the Economic Development Association was a public/private partnership, where members from the Chamber of Commerce came together with City Staff to create a new group. This group was started to provide liaisons to businesses who wanted to move to Longmont, but needed help understanding the City and City policies. The City Manager at the time decided that Longmont needed a more diverse and solid tax base, and the Chamber of Commerce decided that Longmont needed additional jobs. The partnership that created the EDAL, now the Longmont Area Economic Council, was a meeting of the minds, where businesses and City staff came together to see what Longmont needed, and then went after those businesses, providing outreach and marketing to inquiring businesses and then assistance and kinship when they relocated. Companies like AMGEN and Adaptec (Maxtor) came to Longmont as a direct result of this alliance.

### **Tortilla Factory**

Ron spent Christmas Eve at the 9<sup>th</sup> and Lashley Tortilla Factory. There were 50 people in line and he was the only non-Latino. He had a wonderful time but he wondered how much of this community even knows of the Tortilla Factory or shops here.

### **Shop with a Cop**

As a member of the Breakfast Optimist Club, he participated in organizing and orchestrating the “Shop with a Cop” event. Twenty-two 5<sup>th</sup> graders were identified by their teachers as needy and were paired with 22 officers. They had breakfast together, were given \$100 to spend at Walmart on Christmas gifts for themselves and their families, and then wrapped presents together.

### **Creating Community on the Eastside**

This person moved to the historic eastside neighborhood and bought a foreclosed rental house. She appreciated watching the neighborhood become good with families moving in and the restoration of old houses and when Columbine became a neighborhood school, and kids walked to school. She is proud to live there and to fight for the community she believes in.

### **Youth Dance Club**

I was struck by this young person's high motivation. She personally knows adversity, including poverty. She became engaged with peers to develop an organization with improvement goals through the city Youth Services agency. By serving on the Youth Council, she was able to help found the Youth Dance Club and was instrumental in lobbying the city to support it. She personally staffed the facility for 12 months and sacrificed for the betterment of area youth. She continues to be active in Youth Activities at multiple levels.

### **Burritos for Fire**

A small restaurant operator took hundreds of burritos and distributed them to fire personnel at the fire lines when forest fires threatened the foothills in the summer of 2003. He felt that was his small contribution to make a stronger community.

### **Family Business**

Dan spent the early years of his career in the IT industry; however, after working for a series of employers, he and his wife made the decision to go into business for themselves. At the time they started their business, in the back of their minds, they hoped one day both of their children might one day join them working side by side. Fast forward 20 plus years and today, their daughter has joined the family business. In the near future, they hope to have their son also join in the business.

### **YMCA**

An individual shared during our interview centered on the support he received from the local YMCA through the after school programs made available when he was a child. The YMCA provided an avenue/outlet for his creativity.

### **A Welcoming Community**

This person has been in the community about 5 years and he ran for public office. He felt very welcomed in all the election process and received supportive advice that was very helpful. He felt very included and intends to run again.

### **Bohn Farm Block Party**

Bohn Farm, in 2004, felt the need to be more inclusive of their Latino neighbors regarding traditional summer block party. So they organized a Fiesta including food, music and other activities like a salsa cookoff with emphasis on Latino culture. City provided the permits, blocking streets, and a fire truck. Well attended by all demographics of the 480 households. Neighborhood also has a newsletter in both English and Spanish, printed by City funds.

### **Peruvian Shepherd**

This individual lives adjacent to open space where sheep are "hired" to graze in summer. One summer, the shepherd was from Peru. The resident struck up a friendship with the shepherd in spite of the language differences. For several weeks the shepherd shared dinner every evening with the family. The resident is energized by cross-cultural opportunities which he believes can be rich in our community – Buddhist temple, Latino community, Sister City projects.

### **Water Quality**

This story concerns a time when the City's water (or wastewater) treatment plant had a problem and was not meeting federal levels for appropriate discharge. There were many things that could have happened at that point, but the staff, led by the city manager, was up front and took responsibility for the issue. In response, City Council stood behind the staff and did not hide the facts from the citizenry. This was especially important because it not only shows the commitment to clean water for residents of Longmont, but it showed the integrity and the honesty of the staff. It was a quality of Longmont at its best – learning from mistakes, being accountable and honest and communicating openly with residents.

### **125<sup>th</sup> Anniversary**

The whole community was involved in the 125<sup>th</sup> anniversary of Longmont. The newspaper had many articles on the history of Longmont. They buried a time capsule. Book groups focused on the history. The Historical Society gave presentations to groups as well as classes for teachers. Library exhibits. Even the garbage trucks had logos. Everyone had a role. It was such a success because everyone in Longmont, regardless of age or status had something they could do and they saw where they fit in.

### **Equal Access to Facilities and Services**

About 10 years ago, a group of citizens spearheaded by a Kensington neighborhood resident, including Latino and Anglo residents of all parts of Longmont, raised concerns about the disparity in maintenance of parks, roads, and other city facilities in East Longmont when compared to other parts of town. The Police Department joined with neighborhood groups to work toward upgrading facilities and making them safer and more attractive. The city responded to citizen efforts, and for example, improved Kensington Park, made it cleaner and more like the Cinco de Mayo celebration. As a result families felt safe and comfortable taking their children there to play; my children were taught that all residents were entitled to equal access to good park facilities; and the residents felt that city government had paid attention to their needs and concerns.

### **Realty Check Expo**

The Realty Check Expo was a very good experience. The collaboration brought in 40 companies and 1000 kids. It was held at the local mall and gives local high school students the opportunity to meet different companies and find out what types of careers are available as well as what they need to do to prepare for such a career. The companies not only put in their time and energy but they also sponsored much of the cost for the event. A key piece to making this event a success was the relationship and partnership between LAEC and the schools.



## Community Conversation Data

*At each Community Conversation, participants shared and discussed stories in small groups. Each group was asked to highlight one or two stories that was most inspiration or best captured the discussion at the table. The following is the summary of the stories selected by the different tables at each Community Conversation.*

### **MARCH 1, 2005**

#### **Story One**

Elementary kids should take field trips to landfills to illustrate how much “trash” is actually recyclable.

#### **Story Two**

When Margaret’s son was growing up, they would dress him in his costume and walk along in the parade. When Paula and Terry moved to Longmont from Aurora, their two daughters joined in the Boulder County Fair parade and walked with Governor Romer.

The fact that the various city departments, community organizations, volunteers, etc. came together year after year and let small town folks get together is a testament to community involvement.

#### **Story Three**

The library illustrates community, downtown and values and we need to support it.

#### **Story Four**

To increase the quality of life in Longmont there needs to be an environmentally friendly, family-focused community involvement such as, horseback riding as a family at the fairgrounds which is a safe and fun environment—other fun events could be hockey, hiking, theatre, swimming, bowling, volleyball and golf.

#### **Story Five**

The Geese Galore project was family-oriented and based totally in Longmont representing family values. It brought the community together as families looked for all of the geese. Even the vandalism brought the community together in outrage against the destruction.

#### **Story Six**

The event that stands out for this person was her participation in the city’s Arbor Day event. Her experience there encompasses all (most) of the themes discussed at our table – with a focus on family and the community – an environmental theme, and an opportunity to meet others in the community.

## **MARCH 8, 2005**

### **Story One**

Longmont is part of a case study for managing trails with wildlife in mind. The largest roosting site in NE Colorado is in Eastern Longmont. The plan is to build a trail with viewing area.

### **Story Two**

Mary Ann went to college at 53 and started teaching at 55!

## **MARCH 10, 2005**

### **Story One**

When Ken was first raising his family in Longmont, he and his wife thought the City needed a bigger pool and more soccer fields. Ken became involved with the Parks and Recreation Board and six years later, Longmont has a beautiful Recreation Center and soccer fields at Sandstone Ranch. Because the City partnered seriously with residents and citizens seriously participated, Ken has been able to realize his dreams.

### **Story Two**

Twenty-five years ago, my daughter ran away from home. The Longmont Police Department was more than helpful. The detective assigned to the case was Calvin. Not only was he helpful and professional, he came by the house every day, comforting our family and keeping us informed. I will never forget Cal, ever in my whole life.

### **Story Three**

This individual has lived her entire life in Longmont and her mother was also born in Longmont. She raised her children and her children and grandchildren who still love in this area. When she graduated from high school, there were 8,000 people in Longmont. This community has grown tenfold since that time. She has served on the City Council and the Library Board.

Bret has moved to Longmont in the past two years to raise his young family here He has become involved in the community through the Trout Unlimited Club.

These two individuals met and interviewed one another – the long-time resident and the relative newcomer coming together at this Community Conversation.

## **MARCH 12, 2005**

### **Story One**

Twenty years ago, when we moved here, the city was an ideal location because of its size and its proximity to two universities. Those were two things we were looking for and the community had enough to offer that we never considered moving from Longmont.

**Story Two**

My son, who lives in Massachusetts, is impressed by the broad range and quality of services the City provides. He pays nearly three times the property taxes I do and receives minimal services.

**Story Three**

Free University provides unique type of activity/service that balances doing stuff vs. buying stuff!

**Story Four**

Choice as opposed to circumstances forcing or driving this individual to live here: he and his wife made a list and selected Longmont.

**Story Five**

We have stayed in Longmont since 1983 because the city is personal and responsive. For example, our "block" went to the City Council after spots of graffiti and disturbances. Two weeks later, the City put up more lights on our street to help prevent these problems.

**Story Six**

Pride in the fact that Longmont maintains control over City Services and the quality of those services.

**MARCH 14, 2005****Story One**

Jerry moved here in 1934. He has been able to raise four children here. Longmont provided a good Christian school, and activities for him to participate in. He has enjoyed the ability to have a good job. He participates in adult sporting leagues and in the local politics. He also enjoyed the security and peacefulness that his town provides.

**Story Two**

Shelly lives in a neighborhood where people look out for each other. When she was at work one day there was a strong wind that pulled off her screen door. Neighbors took her (Shelly's) door to a safe part of her yard and let her know when she got home. Plus, a family across the street doesn't speak English and they let her borrow their ladder for over three months. Great neighborhood that looks out for each other!

**Story Three**

We all like what the Fort Collins had done to maintain the open space feel, huge parks, huge biking/walking trails connecting from East to West.

**MARCH 15, 2005****Story One**

Design of the Recreation Center – Public Meeting: card game where 10 groups designed their own Rec. Center with an \$8 million dollar budget. At the end, all groups presented what their center would include. Almost every group designed the center that the City ended up building.

**Story Two**

Our center (back approximately 10 years ago) was falling short of funds each year. Golf tournament was started and first year raised \$7,000. The tournament now raises approximately \$200,000 each year for our center.

**Story Three**

The Police Department (lady officer) visited Civics Class at Longmont High School where she illustrated some aspects of poverty and homelessness in the community. Generated positive responses among student (class project) just before Christmas, selected students visited businesses throughout the community to collect personal care items for the Outreach United Resources (OUR Center). There was surprising generosity and good will among almost all businesses. The donations amounted to over \$1,000.00. The staff and residents of the OUR Center were delighted and truly impressed by the students' efforts.

**Story Four**

Tracy – Rhythm On the River – Helping kids fish story...

**Story Five**

The Lohr/McIntosh Agricultural Center - My family homesteaded in this area. My great, great grandfather passed the homestead down to my third cousin.. Before he died, he entered into an agreement with BOCO Parks and sold his farm to the county. He donated \$250,000 of the proceeds back to the county.

The Center is a working museum with many cultural classes, a garden, chickens, pigs, etc. A trail will be installed and tied into Lake McIntosh. The cultural center offers art, entertainment, culture and recreation.

**MARCH 16, 2005****Story One**

As a member of Longmont's Fire Department, a story of coming together for the Longmont Holiday Parade told of how all city agencies and departments came together in planning, routing, and executing the parade—including the fire station's participation of decorating an engine with Christmas lights. Everyone including families of officers attended and enjoyed the event. It had a great, cozy, hometown atmosphere and community participation.

**Story Two**

Karen has been a volunteer for the Tamales & Talk program designed to bring Latinos and non-Latinos together. People are asked to host a meal of tamales or potluck at their house and invite their friends to discuss issues about Longmont. Karen enjoyed the opportunity to talk to people she wouldn't normally get to meet.

"I find that I can help by just talking to one person about the community and building a relationship with them. I have strong relationships with people I can simply call on for anything like you would a sister or a brother. Tamales and Talk brings people together that would normally be scared to make the first move to get together."

### **Story Three**

Rex's first day in Longmont, he and his wife went to City Hall to get his electricity turned on. Sixteen years later he still appreciates how happy and welcoming the people working there that day. It was a genuine desire to help him and to do a good job.

**MARCH 21, 2005**

### **Story One**

Suellen talked about moving to Longmont in 1992 with twin one-year-old infants and only one car in the family. She was able to get around town by walking or on her bike. She talked about getting to work, taking her twins to the library and other places in town without the need to have a second car.

### **Story Two**

Dream for the future – jobs for the future based on vocational training for many different skills developed with help from adult mentors from the community—like the Cibola program.

### **Story Three**

Mike feels that a neighborhood activity and parade on the Fourth of July really brought the neighborhood together. They invited the police and fire departments. This was funded through a Neighborhood Group Leaders' grant. The parade included decorated bikes, scooters, go-carts, boats, antique cars and kids—also, included sever (100) people. This NGLA grant facilitated bringing everyone (117 homes) together.

### **Story Four**

Marilyn created a group called Sewing for Others. It was a small group that lead to friendships and also to help those less fortunate...the group creates knitted or crocheted hats for newborn babies and lap robes, and walker bags for Longmont nursing homes.

### **Story Five**

Getting volunteers to get information on people who have disabilities in case of an emergency. Their information would be in a data base so if there was a situation, it would give personal information on that person.

Getting volunteers to be another set of eyes for the police department to either radar speeding cars or assisting people that need the police department.

### **Story Six**

In August of 2004, a chaperone from the Sister Cities program visited from Chino, Japan. We took her to the county fair where she rode a ride and became sick. "I took her to see the doctor (where I work) and she was overwhelmed by the care and concern she received not just from the doctor and nurse, but by all people she came into contact with. She even wrote thank you notes to the nurse and doctor. This story shows the best of Longmont and the sense of community it offers.

## **MARCH 24, 2005**

### **Story One**

William never planned to live in Longmont. In moving from L.A. to Miami, he had a stopover in Denver and called friends in Longmont. They invited him to come up to Longmont, so he did! His luggage, however, went on to Miami. William liked Longmont; it was a more friendly town, so he decided to stay here. He needed clothes for a job interview, so he visited the OUR Center. He ended up working at the OUR Center where he has been for the last two years.

### **Story Two**

Zahid has lived and worked all over the world. He came to Longmont and believes that we have a world-class environment—not only natural environment, but also economically and culturally, and we need to know how we got here and how to preserve it (the environment).

### **Story Three**

Longmont in the 50's was only "Main Street." The Saturday night activity for Cathy's family was to walk down Main Street and window shop the closed stores. There was a safe feeling as the police would know your name. At 11:00 o'clock they would say, "Cathy, don't you think it's time to go home?" And, they knew where I lived and my parents.

### **Story Four**

Daya came to visit her brother in U.S. (Longmont) for six months. She then decided to take some classes at Front Range. Front Range helped her get her visa. She stayed and took more courses, but didn't have enough funds. She was connected to a teacher, a Latino woman, who mentored her, helped her find work in a technical field, and helped her continue classes. Daya graduated and has begun her master's degree—a six-month visit turned into three years due because of the effort of key people from Front Range caring. Longmont is now home to Daya.

### **Story Five**

Paul found some old photos in a garage at 6<sup>th</sup> Avenue and Main Street. He gave these to the museum. Employees researched and displayed them. Paul feels that the city cares about the past and that is the future for the city. The city employees care about the past and want the city's future to be caring and compassionate about its future.

## **MARCH 28, 2005 – ENGLISH**

### **Story One**

Bonnie has lived in Longmont since 1967 where her house used to be, she was told would be open space. The owner had arranged for his land to be a working small farm for community. His plans were open space, some type of far, petting zoo. At some point the land was sold and was annexed by city and is being developed. Her vision for the future is to have open space, agriculture areas, and places for children to lay and learn about farming and animals.

### **Story Two**

Leila—when young, she was a single mom. She went to college with her kids, earned two masters and a doctoral degree. She opens her home to the homeless and disabled and is helping create “Haven of Hope”.

## **MARCH 28, 2005 – SPANISH**

### **Story One**

At the Spanish Community Conversation on March 28<sup>th</sup>, Amalia expressed her gratitude for the warm and welcoming environment at the Senior Center. When her husband passed away, she was all alone. She decided to go to the Senior Center but as a Spanish speaker who had never been in the Center before, she was worried about what she would find there. Amalia was amazed at how quickly both staff and other ladies at the Center became like family to her.

## **MARCH 29, 2005**

### **Story One**

Alejandra and Sarah are part of a group through the City Youth Services called Abriendo Puertas (opening doors). At age thirteen and sixteen they are taking it upon themselves to create youth activities. They fundraise through book drives to places like the Art Center. They organized the Easter Egg Hunt for the youth center. They have organized a booth at Cinco de Mayo with information on the Faith Center with organized activities to fundraise. This year their goal is to go to Washington, D.C. to visit the national government. It's our belief that the youth of our community are the most inspiring. This group gives these girls a place to feel safe and bond with each other and feel that they truly belong to the community where they live.

### **Story Two**

Courageous Leadership – I was a hippie passing through town, an economic refugee from Boulder (almost 30 years ago). This town won my heart because of the courageous leadership I've seen over and over again. The latest example is St. Vrain Valley School District Superintendent. No one would have faulted him if he had “moved on” but he stayed and is weathering the storm with courageous leadership.

### **Story Three**

The Holiday Basket Program began 27 years ago by a handful of teachers that were trying to provide holiday food for some of their students that did not have anything. Today, this program has grown to provide thousands of baskets and gifts and utilizes hundreds of volunteers. Businesses and organizations recruit community involvement, donations, marketing and distribution. The importance of this story is how it reflects Longmont's strong commitment to community taking care of each other and the giving of time and energy to improve citizens' lives. The Holiday Basket Program exemplifies Longmont's ability to integrate between non-profits, businesses, churches and schools.

### **Story Four**

A farmer in 1919, moved to Longmont when he was two. Started market—started manufacturing an irrigation device. Started commercial housing developments in the 1960's. Involved in Governor's Trade Mission to Japan to get businesses to come to Longmont. Built Japanese Pagoda in park in 1972. Named a park Kanemoto Park. One of the forefathers of Longmont.

**MARCH 30, 2005**

**Story One**

I truly felt a part of the community when my son's Cub Scout pack had the opportunity to participate in Longmont's Parade of Lights this past December (2004). They created their own float and felt so special riding down the middle of Main Street waving to all the other "Longmontors." It was a great occasion that brought the whole community together. I will always carry that image of his huge smile with the giant Lego (the float's theme) plopped on his head. I have to admit, I felt a little "royal" walking alongside the float and waving to "the people."

**Story Two**

All of us are transplants to Colorado and while our specific reasons for coming to Longmont differ, the general things that keep us in Longmont are the same: we value the sense of community that Longmont cultivates and the ability for people on many different levels to get involved. Climate, family environment, engagement of independent organizations (small business, non profit, etc.) are all characteristics that Longmont provides and values and are germane to keeping us rooted in Longmont.

**Story Three**

In the summer of 2004, the city of Longmont's recreation department called Life Bridge Christian Church. The director at Sunset Pool wanted to host a carnival and fun day at the pool on July 4<sup>th</sup> for kids and families. They didn't have the budget, volunteers or know-how to facilitate it, but they knew people from Life Bridge had done carnivals before. When all was said and done, the city recreation department put on a great family event at Sunset Pool for very little cost because they were willing to partner with Life Bridge—who provided games and volunteers. Another organization helped with providing music and food. It was a well-rounded event that could only have happened through strategic partnerships with the city, faith-based groups, businesses and other civic organizations.

**Story Four**

Alan has helped coordinate a church softball league with the city of Longmont. Through coordination of the Parks and Recreation Department we were able to draw players. (Church members and non-church goers) to a safe environment to play ball and bring their families and friends. They can meet people, fellowship and play ball in a community environment. This is all possible due to a long-lived relationship with the City.

**Story Five**

Cooperative effort between S.V.V.S.D. and city staff to restore Dry Creek to its natural state. This was part of the development of Silver Creek High School and resulted in an interesting and attractive greenway. The wildlife has returned to this area because of this. All involved were proud of the time and money that was dedicated to this project. This project exemplifies some of the pride and concern for environment that helps make Longmont unique.

Karen moved to Longmont, CO in 2002 (January) right after 9/11. She was very close to the epicenter of the twin towers, seeing the burning building, and having to walk many, many blocks to safety. As soon as she arrived home she announced to her husband that



she was leaving for Colorado. Colorado became her destination of the heart after visiting Boulder for a reunion of her husband's band 25 years after they were famous in Boulder. During that brief visit, Karen discovered Longmont—entranced by the feeling of hometown American, the place where prosperity, security, peace, tranquility open space are a part of an everyday experience. Being first and foremost an immigrant from another country (Karen was born in Germany) she realized the life-long dream of every newcomer to this country—to live a free life in the harmony of a “hometown” – to her Longmont represented it and 9/11 brought into focus the importance of making a dream come true. Serendipity made it possible to transform a life compelled by danger and sorry to find be “at home” to grow old gracefully in this great town of Longmont.

**APRIL 6, 2005**

### **Story One**

A group of people all moved to Longmont at different times. Each was introduced to one another at a City of Longmont event. The stories they shared covered the same topics. Community spirit – each of them in their own unique way described a community that was open and friendly. Because each of these people were from somewhere else, the free city events and programs and the proximity of Longmont to other communities made getting out so much more fun. The enthusiasm for being active is shared by everyone at the table which allows each of us to meet other folks. In Longmont, everyone being from somewhere else, brings a new diversity that is refreshing and makes Longmont the unique and wonderful community it is.

### **Story Two**

Husband and wife life story: Lived in California for several years and ready to move. We did a blind survey and Boulder County matched on the lists. When looking around Boulder County, found Lake McIntosh. Purchased a house but still going back to California for work as unsure if we are going to stay. Sitting on the back porch, heard and saw a hundred geese but in between there were white patches ...rare white pelican. Husband looked at me. I looked at him and said simultaneously, “we’re staying.”

### **Story Three**

A retired school counselor tells of cooperation between city business people and high school students. 1. Rotary clubs providing scholarships, 2. Y.E.S. program (youth employment services), 3. Community professionals coming in to speak to high school students about various professions.

### **Story Four**

The Ballet Mestizo Folklorico de Longmont – a grassroots organization that allows children to learn from their cultural heritage and create pride, at the same time volunteer for places like the Senior Center where these children entertain the elders. They are a self-supported group.

### **3. Best in Class**

## Best in Class

### Best in Class Research Committee

Marty Block  
Mary Blue  
Marietta Vigil Gonzales  
Hank McCarthy

Dave Palmisano  
Fred Schotte  
Ben Herman  
Carmen Ramirez

### Best in Class Cities/Programs

Burlington, VT  
Davis, CA  
Eugene, OR  
Fort Collins, CO  
Lawrence, KS  
Madison, WI

Missoula, MT  
Scottsdale, AZ  
Tempe, AZ  
Tucson, AZ  
Yuma, AZ

### Highlights of what is being learned/inspired

- Any community can be “Best in Class”
- Involves more than the usual suspects
- Focus on assets that make sense to the community
- Strong community understanding, support and identity with a shared value/vision
- Multi-faceted and broad-based leadership and approaches
- Long-term commitment/high level of commitment
- Trust
- Learn from each other
- Experimentation
- No shame/no blame
- Evolves over time
- Make choices to enhance the goal (density vs. sprawl)
- Keep your eye on the ball
- Becomes part of the community ethic/attitude/pride/identity/culture (second nature)
- “Start where you are, use what you have, do what you can” – Arthur Ashe

### Four topics were studied:

- Giant front porch
- Exciting living and business personality
- Enhancing our environmental legacy
- Prosperity for all

The following identifies highlights from the Best in Class research based on notes from the volunteer researchers.

One Giant Front Porch – We asked about specific activities and projects that build cross-cultural interactions and engender identification within the larger community. We asked which city services make those experiences possible.

#### **Madison, WI:**

- Madison is over twice as big, but has an ethnically diverse of 20% like Longmont
- Several years ago, the Mayor's Community Advisory committee was formed, to reflect and promote the various voices of Madison's communities. Among other things, this committee develops ideas and projects to open up communities and promote communication.
- They also provide funding to nonprofit groups whose purpose is to bring people together. Their community Development Grant Block Office and Office of Community Services, for example, promote and support ethnic and neighborhood festivals such as:
  - Dane Dances (free dances at the local convention center)
  - Respectful Dialogues with a Purpose – creates meaningful forums where citizens actively participate and contribute. Examples of discussions are immigration, effective delivery of city services.
  - Celebrate Madison (a multicultural festival designed to showcase and bring together the city's Italian, Latino, Native American, German, Asian, African American, and Anglo communities)
  - Summer Celebration of Diversity Picnic in a local park
- Something that I found intriguing is that they have put a lot of energy into developing neighborhoods, as a way of creating community:
  - They sponsor neighborhood round tables (500 people) and conferences (150 people). Goal is to build capacity in the neighborhoods for advocating.
  - Planning Councils have formed from neighborhood associations which are facilitated by city staff.
  - Madison is the primary funder for a Neighborhood Leadership College, that provides individual training to community leaders and strengthen neighborhood associations.
  - A Neighborhood Grant program encourages adjacent neighborhoods to collaborate and improve their geographic area.
  - Neighborhood associations submit proposals for annual park budgets.

#### **Ft. Collins, CO:**

- We spoke to a woman named Shawna Magtutu, who works for Colorado State University, building relationships between international students and faculty and the community at large.
- Her office partners with the Ft. Collins International Centre, local libraries, local schools, and the community at large to produce welcoming community wide events such as:
  - Mickael Gorbachev was a speaker this Thursday and 9000 people attended.

- World Community Fair (held during International Education Week), that has been held for 50 years – features booths showing cultural items, music and stage productions, ethnic food, and activities for all ages.
- In the week leading up to the fair, faculty and staff at CSU hold workshops on different areas of global interest
- Twice monthly international nights at city libraries – feature cross-cultural presentations
- International Friends Program – to assist new arrivals with the transition to Colorado and the US
- Peace Jam (through local high schools) – engages local youth in international peace-building activities
- Friday Afternoon Club – held at a local apartment complex that houses many international students. 20 minute presentation of serious or funny nature, followed by social time. Became so popular that it's self-sustaining. Local businesses who have new employees or visitors from other countries often attend
- International Center partners with students at Front Range Community College and with Hewlett Packard.

#### **Missoula, MT:**

- Missoula has built community by building its downtown district into a comfortable, safe gathering place:
  - Clark Fork River, which divides downtown, became a focus for community activities
  - Street vendors, meals, and entertainment are available during the lunch hour, to draw people who are in town to gather with one another, and to draw others into town – where they can shop, as well as socialize!
  - This area has become such a popular gathering place that local artists have begun to set up booths as well.

#### **Summary of Learnings:**

- A “giant front porch” is a sense of community that evolves as people get to know one another and share common experiences.
- Many of the things that we might also choose to do – such as creating and sustaining a vibrant downtown, or protecting our open spaces – will *also* feed our sense of community.
- Hearing what other cities are doing makes me appreciate how much we are already doing well, but also tells me where they're opportunities to do more or do better.
- Specific lessons
  - The City played a key catalyst in these examples.
  - Celebrated and built on diversity in their communities
  - Divided city into smaller neighborhoods where groups found both fun and involvement.
  - You don't need to be a large city to be an interesting place to live

**Enhancing Our Environmental Legacy** -- We wanted to know how these cities express their commitment to the natural environment. What brings these programs about and keeps them in the forefront? What are the greatest successes? What are the essential elements in making environmental programs successful?

Burlington, Vermont began the Legacy Project to make it more sustainable environmentally, socially and economically. The Legacy Plan development process had the involvement of all major stakeholders and resulted in a strong commitment to the goal and their implementation. Major players were the Chamber of Commerce, the city, local hospital, United Way, and the University. Through this process, it became clear that the environment is critical. For years Burlington had a junk yard and now has a beautiful lake front. Private development followed because they saw the change and they liked it. They used a quality of life to measure progress but the indicators were serving as a motivator for dialogue so they developed a “genuine progress indicator” in collaboration with the university. The Institute for Sustainable Communities provided technical assistance in launching the project. The annual review and celebration recently attracted 250 people and included a free dinner with student presentations which brought out many parents. Much of the Legacy Project focuses on working with students and teachers on sustainability concepts and programs. A few examples of Burlington’s sustainable strategies in action include:

- Getting Vermont grown produce into the schools
- Living wage ordinance
- Greenhouse gas ordinance

In Davis, California, they “raised the bar” by getting a developer to donate part of his land for preservation back in 1988 and setting this as the landmark for others to follow. In 1995, they adopted an agricultural mitigation ordinance where each acre that was developed had to be matched by an acre for restoration or the developer could pay a fee and the city would use that money for restoration elsewhere. Eugene, Oregon has a similar policy for their wetlands program.

Madison has been successful in reducing lake pollution by promoting the program as a shared community value. The perseveration of the lakes was important to not only the university and to business, but also to maintaining a desirable community to live in.

Cities tried to maintain their attractiveness with parks, walking and biking trails, and open space. Madison has more than 150 miles of bike paths and 48 miles of hiking trails traverse the City and Dane County. Many cities used parks and trails that were connected to encourage people to get out and enjoy the city.

In Eugene, Oregon, the city sees its role as that of a facilitator. For the West Eugene Wetlands program, they came up with a plan to protect wetlands while allowing development. Developers paid \$30,000 per acre and the City used the money to restore wetlands. Land acquisition was accomplished through partnerships with the BLM and the Nature Conservancy. Eugene also has a program where a neighborhood adopts a water feature and takes care of it. People need to feel that nature is in their neighborhoods; if the environment is linked to people, they will sustain it and it will sustain them. One of their business recruitment successes (representing 10% of their tax revenues) was drawn to the community because of the quality environment and educated work force.

In Fort Collins, Colorado, an exciting accomplishment is the regional conservation plan. Partners in this conservation effort include Larimer County, Fort Collins, the Nature Conservancy, Legacy Land Trusts and GOCO. The city also completed the Land Conservation and Stewardship Plan. They have inventoried all natural areas within the

growth management boundaries. Fort Collins is striving for pre-settlement conditions, particularly along streams. There are many miles of urban trails and parks. Conservation easements also include land preserved for visual backgrounds that may not be available for public use. The key to success is education to build ownership in the program. Fort Collins has a Master Naturalist Program. Many citizens are involved in Adopt a Nature Area or Park, both in groups and as individuals.

In Missoula, Montana, any development that takes place must not harm the environment. Zoning standards are set so that new developments are not too land consumptive. Impact fees are charged. Missoula has an attitude that development must leave a positive legacy for the community. All builder/developers are local and have a stake in how the community looks in the future.

In summary, keys to success include:

- Citizens developing trust in the City
- Citizen initiatives that push for and allow experiments
- Strong examples for what can be done
- An underlying buzz on being environmentally conscious
- Programs that help citizens turn their passions or concerns into action
- Partnerships with non-profits, federal agencies, other local governments and regional entities
- Strong leadership – from the city and steering committee

**Prosperity for All** -- We wanted to know about programs to meet basic needs and those that focus on children and lifelong learning. We asked what tools and programs achieve the greatest results.

Cibola High School in Yuma, Arizona has been successful high academic performance in a district with 27% migrant students. Aspects of this program have been adopted at Skyline High School include: counseling focus on freshmen, zero tolerance for tardiness, core teacher for freshmen, setting post high school goals with a 4 year plan, focus on achievement and rigorous classes, consistent expectations, scholarships/financial aid, and community outreach to support students with mentors.

Affordable housing is a high priority for Fort Collins and decent housing for all citizens is their goal. The highest concern is rentals with 40% AMI criteria. The next concern is the 40-60 AMI level with 80% as the last level. Rental is a higher priority than home ownership. Funding streams CDBG and Home plus the city allocates general fund money. The amount the city contributes varies, but has recently been \$750K. The contribution was increasing for several years, but froze it recently because of the economy and sales tax revenue reductions. There is an April ballot initiative, which may repeal the grocery tax. This money goes is a significant portion of the general fund monies going into human services needs. A negative vote will certainly affect affordable housing and other programs.

Down payment assistance program \$1M. There is a Citizen's committee review, which reviews affordable housing and community development proposals. This includes reviewing non-profit application plus the CDBG proposal and determines the best projects. The criteria the committee utilizes includes AMI level, leverage, and consistency w/ city goals. There is an affordable housing board charged w/ making

recommendations on policy and these recommendations go to the CDBG commission who in turn uses them for their deliberations. City gets about \$1.3M from CDBG, \$700K from HOME funds, \$700K from FC general funds.

Don't have a required inclusionary zoning as a requirement, but projects can voluntarily include 10%. The city offers incentives such as priority processing, waiving of planning fees, delay of city impact fees from building permit for 12 months, other city incentives. The number of developers choosing to participate changes each year. FC currently has a high rental vacancy rate of approx 11% which makes units with reasonable rents much more possible. Prior vacancy rate was 2%. City assistance means unit are 20 yr affordable and it goes up from there.

Public private partnerships are encouraged, but don't always work. Different competing interests make it difficult. Providence Town is an 850 units project where FC sold land at discount to a private developer (KB homes). There is a 25 years affordability restriction. FC's Land Bank program is where the city buys land and holds it assuming the value will increase. The seed money for the program was \$1.2M from FC plus they've applied to CDBG for additional money. The assumed project size is @ 10 unit/acre or 300 units. These desired sites are in the path of development and assumes that infrastructure provided by others will follow. The best example is a five acre site on south end which now has an elementary school, plus a charter HS. Others provided the detention pond and the site has a park site. The land bank goal was to hold a site to 5 years and then sell at a discount to private developer. Next they take that money and put it into another site. They are currently working on a 30 acres site, but would like to get to 60 acres. Ideally the land bank would buy in smaller size 5-15 acres. The goal would be to build 100 affordable units/year. FC has a 10-year plan showing how many units are required per year and the required funding. A downturn in economy makes this very difficult is making staying on this plan more difficult.

Human Social Services offer in Tempe is far superior than other neighboring cities. Recently, the City, County and other non-profits worked together to create a school for homeless children. Partnerships in Tempe are held in very high regard.

Tempe knows who they are. With a population of 165,000, the community knows it has to work together to continue to thrive. This transcends into all programs, as there is evident community ownership. There are over 30 community board and committees that the city offers and solicits the public to be a part of to create that ownership. Therefore it is not perceived as a government program but a true community program. One latest successful program is the Care 7 program, a team of police and fire work with community counselors to debrief and counsel victims and families affected by violence, fire, accidents, etc. Also the city collaborates with a local non-profit to provide the Health Mobile which parks in the City Hall Parking lot weekly and provides primary care for those who cannot afford a doctor.

Lessons learned include:

- Being landlocked requires you to sustainability – be creative and progressive
- Do not try to be something you are not... Utilize your natural resources and take advantage and enhance what you already have!
- Think progressively and take risks!



**Conclusion** – Finding from the Morrison Institute for Public Policy at Arizona State University on characteristics that emerge nationally that are important to successful and highly valued communities in the 21<sup>st</sup> century.

1. **Natural Environment counts for a lot.** If a person can locate anywhere, he or she will go where there's a good climate and beautiful scenery. But...
2. Natural features aren't enough. Places must have **distinctive urban amenities** as well.
3. **Choice** matters in the talent war. In striving to be a community that attracts talented and creative people, communities must be able to offer something for everyone, particularly three groups: young talent in their 20's and 30s; baby boomers who are looking for places to start new businesses and contemplate retirement; and highly skilled, entrepreneurial immigrants seeking places with open, tolerant social structures, a range of community choices, and dynamic economies.
4. **Being a smart, innovative place** matters. Opportunities for sharing knowledge, skills, and experience are easier when in proximity to places like universities and specialized research centers.
5. It's not just about physical attributes. **Intangibles such as "hipness", tolerance, and entrepreneurial culture** are part of the calculation.
6. **Mobility is a vital amenity.** The ease with which individuals can move around a city and get things done is an important part of a place's attractiveness.